

REGIONAL TRANSIT BOARD

**REPORT TO THE LEGISLATURE
ON METRO MOBILITY
CUSTOMER SERVICE QUALITY**

AUGUST 1989

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EXECUTIVE SUMMARY

The Regional Transit Board (RTB) is required to submit each year a report to the legislature about Metro Mobility service that focuses on customer service quality issues. This is intended to ensure that the Metro Mobility Administrative Center (MMAC), operated by the Metropolitan Transit Commission (MTC), maintains an effective customer complaint system.

Past and Ongoing Efforts

The first report, submitted August 1988, documented that efforts had been undertaken related to:

- new provider contracts, which became effective May 1988, requiring revised complaint reporting and resolution procedures by providers that had been suggested to the RTB by the Metropolitan Center for Independent Living (MCIL);
- a new customer service enhancement project to examine existing complaint handling procedures, prompted by reports that customers had not always been satisfied with or aware of the resolution of complaints by the MMAC;
- plans of the MMAC to develop written operational policies and procedures as well as contract compliance standards for monitoring provider performance; and
- use of the complaint system by the MMAC to monitor systemwide trends in order to identify issues and needs for improvement.

In summary, past and ongoing efforts have focused on both clarifying the responsibilities and performance expectations of providers as well as improving the customer's ease of registering complaints and satisfaction getting service problems resolved through communications with the MMAC.

Notably, during the past year, the MMAC completed implementation of its computer system, which significantly improves the MMAC's service analysis and reporting capabilities. This will aid its ability to respond to recurring service problems with recommended program solutions.

Recent Activities

Related to the above, the following are some of the highlights of accomplishments during 1989.

- The *Policy and Procedures Manual and Contract Enforcement Procedures* document was issued to providers by the MMAC in March 1989. This manual clarifies responsibilities and incorporates contract compliance standards for provider performance.
- The *Customer Service Enhancement Project* report, the result of a study initiated to improve the MMAC's responsiveness to customer needs, was completed in January 1989 by an organizational and training consultant, and the MMAC is in the process of implementing the full set of recommendations.

- A standardized *Vehicle Operator Training Manual and Resource Guide* was also developed by the training consultant and supplied to providers in January 1989 for distribution to all drivers in Metro Mobility service. This manual complements the existing training programs of providers.
- The MMAC proposed staffing level changes to the RTB to improve its system monitoring and customer relations functions. A new budget and a management plan were then approved by the board. The MMAC has since hired a second rider liaison and an on-street inspector.
- The RTB has enhanced its own role by adding an accessibility specialist to its staff. This position serves as staff liaison to the Transportation Handicapped Advisory Committee and analyst for advancing policies and new programs to improve transit accessibility.

Performance Statistics

Customer service report data indicates that the ratio of complaints to trips has fluctuated between .08 and .10 the last two years. In 1988, the MMAC recorded approximately 1,100 complaints while nearly 1.25 million trips were provided; this represents eight complaints for every 10,000 trips. During the first five months of 1989, approximately 10 complaints were recorded for every 10,000 trips provided. These overall results compare favorably to the experience in other cities, and are attributed to improved reporting and a continuing emphasis on customer service quality by the providers and the MMAC.

The most prevalent complaints (61% combined) are with regard to vehicles showing up late (45%) or failing to show for a scheduled ride (16%). In these categories, three of every four complaints are attributed to a single provider, the largest taxi operator in the system. The MMAC has concentrated its attention here in recent months and reports successful efforts by this provider to take steps to improve its performance.

The next ranked complaint is a customer's trip request being denied by a provider (14%). The number of complaints in this category, although relatively small, has tripled in the last two years. During this same period, ridership has more than doubled. In 1989, the MMAC has intensified its efforts to analyze trip denials and in June 1989 issued a report on available capacity that is being used by the RTB to determine the need for policy changes.

Next Steps

The RTB, the MMAC, and the providers under contract to provide Metro Mobility service, all will continue to cooperate in focusing efforts on customer satisfaction. It is our goal to make the Metro Mobility system even more responsive to customer needs, so that persons who rely on the service have the best possible access to it.

The RTB will be submitting a newly required report to the legislature in four months, on or before December 1, 1989, at which time key operational issues and identified solutions will be reported.

Furthermore, in the coming months the RTB will be assisting the State Planning Agency, which has the responsibility to submit a report to the legislature by January 1, 1990 on recommended changes in the Metro Mobility program. This report will address the use of Metro Mobility by clients of human service agencies that account for a significant part of the increased ridership on the system.

I. INTRODUCTION

This is the second annual report prepared in response to Minnesota Statute 473.386 Subdivision 2 Section C requiring the Regional Transit Board (RTB) to submit a report on Metro Mobility service quality to the commissioner of transportation and to the legislature by August 1, 1989. The stated purpose of this legislative mandate is to ensure that the Metro Mobility Administrative Center (MMAC), which is a part of the Metropolitan Transit Commission (MTC), establishes a customer service procedure which creates a system for registering and expeditiously responding to complaints by users, informing users how to register complaints, and requiring providers to report on incidents that impair the safety and well-being of users or the quality of the service.

Further, the legislative report is to address:

- customer service quality and provider reports;
- MMAC response to customer service quality; and
- steps taken by the RTB and MMAC to identify causes and provide remedies to recurring problems.

The remainder of this report is organized as follows:

- Chapter II describes the existing process of the MMAC to collect and resolve service quality reports from customers.
- Chapter III highlights several actions that will improve the effectiveness and user-friendliness of the MMAC's customer service function.
- Chapter IV presents a summary and analysis of accident/incident report data and MMAC vehicle and on site inspections.
- Chapter V presents provider performance statistics on customer service reports about Metro Mobility service.
- Chapter VI contains copies of MMAC monthly complaint summary, accident/incident summary and draft provider on-site inspection form.

II. DESCRIPTION OF METRO MOBILITY CUSTOMER SERVICE PROCEDURE

The Metro Mobility Administrative Center (MMAC) is responsible for the quick and effective resolution of customer service problems. In addition, MMAC is responsible for the identification of areas of customer dissatisfaction so that new policies to improve service can be considered, developed, and implemented by the Regional Transit Board (RTB).

Customer Service Quality Reports

Currently Metro Mobility passengers who have service quality problems or safety concerns are advised to register a report with the MMAC. The customer service problem procedure is described in the revised 1989 Metro Mobility Rider's Guide, which is distributed to each person certified to use Metro Mobility. Each issue of the bimonthly newsletter, Metro Memo, sent to registered customers is a way to communicate system changes to customers and to encourage customers to use the Metro Mobility system effectively.

As described in the Rider's Guide and Metro Memo, customer service reports should be reported directly to the MMAC. Both publications direct customers to call the MMAC for:

- recurring problems such as consistently late vehicles
- persistent trip denials;
- unsafe rides;
- rude treatment; or
- poor or unsafe vehicle conditions including wheelchair restraints, seatbelts, lift or ramp, cleanliness.

In some instances, it is appropriate for the customer to contact the provider directly in order to resolve a current service difficulty. Customers are asked to contact the provider when:

- a ride is more than 15 minutes late;
- there are questions about time changes or referrals; or
- something has been lost on the vehicle.

In the event of any customer service report involving personal injury or property damage, customers are urged to contact both the MMAC and the provider. In addition, providers are required by contract to report to the MMAC all incidents and accidents that have resulted in personal injury or property damage (see Accident and Incident Reporting section).

The MMAC is staffed from 6:00 a.m. to 5:00 p.m. Monday through Friday and from 8:00 a.m. to 5:00 p.m. Saturdays, Sundays, and holidays. A Rider Liaison is available to respond to problems and inquiries from 8:00 a.m. to 9:00 p.m. Monday through Friday.

In the event of an after-hours emergency, (for instance, to assist stranded passengers after hours who have a scheduled ride and are unable to contact their

provider) calls to the MMAC are forwarded to the MTC Transit Control Center (TCC) office, which is open 24 hours a day. Staff at the TCC either contact providers who in turn dispatch vehicles to resolve the problem, or contacts the on-call MMAC staff person if necessary. The MMAC Rider Liaison follows up on all complaints recorded by the TCC the following day.

With regard to complaint handling, a customer service report may be filed with the MMAC in person, in writing or by telephone. The MMAC has two Rider Liaisons who are responsible for facilitating a relationship between riders and providers, to ensure rider satisfaction, and to act as a liaison. When a customer service report is received by the Rider Liaison or other staff person, the receiver completes the form. Next, a copy of the report is sent to the identified provider requesting a quick response. When the situation warrants, the provider may be telephoned to help ensure quick resolution.

In most cases, a follow-up letter is sent to the person who reported the incident. In some cases a telephone call is made. In either case, the Rider Liaison apologizes to the person and makes an effort to explain what steps have been taken to remedy the problem.

The MMAC and RTB get involved with recurring problems. An example of a recurring problem would be if a provider failed to follow through with an agreed upon solution.

The MMAC contacts a customer within one day of receiving a complaint and most problems are resolved in one to seven days.

Information taken from the individual service report is summarized monthly by the Rider Liaison into three different reports and presented to MMAC management. Those reports include: the Complaint Count and Accident/Incident Summary, the Monthly Complaint Count and Summary, and the Provider Complaint Count and Summary. (See attachments A,B,C)

To assist the MMAC and the provider in researching a problem, assessing its cause and developing a solution, the following information is requested from a customer reporting a complaint:

- name of passenger;
- date and time of incident;
- certification number;
- phone number;
- address;
- trip destination;
- provider;
- employee name/vehicle number;
- scheduled pick-up time;
- actual pick-up time; and
- details of incident.

In many instances, this level of detail is required in order to achieve effective resolution of a problem. However, the person making the complaint is not required to give his/her name. When the person files the details of a complaint, he/she is informed that a copy of the report will be sent both to him/her and to the provider.

The individual is also asked if they want their name removed from the report sent to the provider.

It should be noted that filing a complaint requires assertive risk-taking behavior on the part of the passenger since in order to resolve a problem fully, the person shares information that may identify him/her not only to the provider but also to a driver or other employee with whom the passenger has frequent contact. This is common in all customer service operations but may be particularly problematic when resolving Metro Mobility service complaints because a disabled passenger may fear he/she will receive poor service or not be able to schedule a ride if a complaint is filed.

In general, it is the experience of the MMAC that providers are receptive to receiving complaints and working to keep customers satisfied. The MMAC works to ensure that customers maintain their rights to file a complaint, and that resolutions occur in every instance.

Customer Relations Resolution

In the Metro Mobility program, providers are under contract to the RTB to "coordinate, manage, provide and control all necessary activities to operate the Special Transportation Service." This includes performing such functions as employee hiring, training, management, and discipline. The provider must "develop methods to maximize service quality and safety" and must "provide competent technical service to handle and correct any and all problems" associated with the delivery of Metro Mobility service.

After receiving a customer service report, the Rider Liaison will contact and send to the provider the complaint report along with supporting material indicating where the contract violations or operational procedure infractions may have occurred. The provider must then review the complaint and follow up with a report to the MMAC of how the problem will be resolved. For instance, if a customer reports about the rude or inappropriate behavior of a driver, the provider will use the information to identify which driver is involved and document the details of the alleged incident. Based on this investigation the provider might discipline and/or require remedial training for the employee, establish preventive procedures such as not scheduling the customer to ride with that driver, apologize to the customer on behalf of the driver, communicate to other employees any required behavior changes or warnings at the next safety meeting, and report these actions to the MMAC. It is the provider's responsibility to correct the problem and the MMAC's role to assess the adequacy of the response initiated by the provider.

The MMAC, if satisfied with the provider's response, will communicate to the customer the steps taken to resolve his or her complaint. This communication is generally by letter but may include telephone updating about the ongoing progress towards addressing the problem.

If the MMAC is not satisfied with the resolution offered by the provider, the range of options available to MMAC include working with the provider to develop a satisfactory solution, requiring the provider to perform necessary actions or beginning the contract non-performance process to assign fines or penalties. The MMAC Rider Liaison's role is to continue to update the customer about the progress made toward solving the problem. If the customer is not satisfied with the resolution, he/she should contact the MMAC so the Rider Liaison can further pursue the matter.

Customer satisfaction is a key component of the customer service enhancement project.

If the customer is still not satisfied with the resolution offered by the MMAC the customer has the option available to contact the RTB's Accessibility Specialist. This new position was added to the RTB staff in March of 1989 in order to develop and maintain relationships with the disabled and elderly communities. The RTB's Accessibility Specialist serves as an advocate for transit consumers who experience barriers to service. The Accessibility Specialist will work with the customer and the MMAC to resolve the issue and look into resolving the customer problem.

Service Quality Data Collection

The MMAC collects and summarizes data on all customer complaints it receives. The MMAC is required to analyze and track the complaints monthly to document complaint levels by type, identify recurring problems, and monitor customer satisfaction with individual providers. A summary of these statistics is presented later in this report.

III. RECENT ACTIONS TO IMPROVE CUSTOMER SERVICE FUNCTION

Contract Enforcement

The MMAC has full authority to monitor provider performance for compliance with contractual obligations and to initiate disciplinary procedures and penalties. Customer service reports and provider accident/incident reports are two methods that the MMAC uses to assess service quality problems requiring resolution. As stated in the previous chapter, the MMAC is responsible for documenting these service problems, communicating them to all affected parties and bringing the problems to resolution. If a provider does not resolve a problem to the satisfaction of the MMAC and the problem clearly arises from a violation of the contract agreement, the MMAC may initiate disciplinary action, or if warranted, declare a provider in default of its contractual obligations.

It is essential that the MMAC clearly communicate to providers and customers the expected performance levels in the Metro Mobility program. On March 1, 1989, the MMAC issued *Policy and Procedures Manual and Contract Enforcement Procedures* for the Metro Mobility program. The manual sets forth operating policies and procedures related to the day-to-day decisions involving Metro Mobility service. Each section of the manual identifies the applicable policy and defines procedures according to category of responsibility: provider, passenger, MMAC and RTB. Other documents, publications, and forms are cited and should be referred to for more specific information.

With these policies and procedures clearly defined, it will become easier to achieve service problem resolutions that satisfy the concerns of individual customers as well as lead to improvements in Metro Mobility service. The MMAC will be able to monitor the system's on-time performance and institute mechanism to achieve improved performance.

MMAC 1989 Improvement Priorities

The MMAC has taken steps to address its performance in most of the customer service relations areas. The MMAC's management plan for 1989 appropriately focused on the following priorities to improve the operating effectiveness of the program:

- Policy and Procedures Manual. Implement to improve provider communications and contract enforcement.
- Customer Service. Refine procedures, following the consultant recommendations, to improve MMAC responsiveness to customer needs.
- Trip Denials. Quantify and evaluate problems and take action to ensure the lowest possible denial rates.
- Inspections. Revise and improve field observation inspection forms and procedures.

- Agency Transportation. Assist the RTB to plan and implement an effective alternate arrangement for trips oriented to human service agencies.
- Computer Use. Enhance the value of the computer as a tool to generate reports useful for analyzing and identifying Metro Mobility service improvements and policy changes.
- Subsidy Reimbursement. Assist the RTB in analysis of trip reimbursement rates and recommend changes as appropriate.
- Revenue Sources. Work with the RTB to maximize federal and state human services revenue available to the Metro Mobility program.

Provider Reporting

Thus far this report has addressed the complaint process used by a customer to contact the MMAC as well as the responsibility of Metro Mobility providers to respond to complaints made known to it by the MMAC. However, some of the complaints initiated by a customer to a provider may never enter the formal MMAC customer service process or data collection system because both sides may feel that the situation has been resolved amicably and there is no need to report the incident.

Effective May 1988, the providers were required to establish and communicate to customers its company customer service process, report complaints received directly by the provider to the MMAC, resolve problems and communicate their resolution to customers and the MMAC, and refer any complaints not satisfactorily resolved to the MMAC for review.

Rider Satisfaction Surveys

In another effort, the MMAC has recently initiated daily rider satisfaction surveys through random telephone calls to passengers. The addition of this data source to the MMAC's existing customer service process further strengthens the MMAC's assessment of how customers view the service quality of Metro Mobility and provides added incentive for providers to resolve customer complaints effectively.

A total of 488 passengers were surveyed in the first quarter of 1989, representing approximately 0.13 percent of all rides requested during this period. This is below the management plan standard of 500 completed calls per month. MMAC performance was below standards due to a need to hire a second Rider Liaison. A second Rider Liaison was hired and started April 1989.

Customer Service Enhancement Project

To improve the customer service orientation of the MMAC as well as the customer service information reporting system, the RTB launched a customer service enhancement project. An organizational training and development consultant worked closely with the MMAC and received input from the Transportation Handicapped Advisory Committee and disabled advocacy groups. The consultant's work plan focused on improved complaint procedures and reporting, ultimately to improve individual customer satisfaction with complaint resolution. The consultant findings and recommendations were as follows:

- Change responsibilities of Rider Liaison to include "customer appeasement."

The focus of the Rider Liaison in dealing with complaints has shifted from problem solving to customer appeasement. The project consultant has provided advice and assistance to the Rider Liaison in developing and applying such skills.

- Centralize service quality reporting input to MMAC and output to providers.

The newly revised Rider's Guide explains how service users can make reports to the MMAC and providers are required by contract to forward reports made directly to them. Report output needs to be changed to provide more useful and meaningful summaries for decision-making.

- Market reporting procedures to service users.

The providers are willing to entertain the idea of a small sticker or sign in the vehicle that would encourage the use of both positive and negative comments and indicate how the report should be made to the MMAC. The ability to report service quality should be made easy for the user. For example, the bi-monthly newsletter could contain a report form for users to mail in with complaints or commendations. Certifications cards should contain MMAC's report number.

- Enhance MTC's role in quality assurance.

One rider advocate's assertion was that users who complained were often not satisfied with the way the complaint was handled by MMAC. In order to determine that degree of satisfaction (or dissatisfaction) on an on-going basis, MTC should perform a regular random sampling of customer attitude shortly after a customer service report is made. Ideally, this would be done within two weeks of the initial customer service report.

- Influence performance of provider with timely and accurate service reports.

The timeliness and format of feedback on performance can influence future performance. The report makes three recommendations related to report outputs:

- a. The MMAC should track the total number of complaints and commendations over time to assist in evaluating the effectiveness of the customer service program and to identify general trends. This information will be a part of the MMAC monthly operations report.

- b. The MMAC should track categories of complaints over time to identify trends. This information will be part of the MMAC monthly operations report.
- c. The MMAC should assemble and distribute a monthly report which ranks providers according to the ratio of complaints to trips provided. It is the MMAC's objective to distribute this report to providers within ten days of the end of the calendar month.
- Improve provider and driver relations.

The report recommends that providers use progressive discipline in dealing with drivers who have attitude problems and inform drivers of the monthly complaint ranking among providers. The MMAC will encourage these actions.

Customer service begins with the driver, who for many passengers is the only representative of Metro Mobility they will ever see. Therefore, it is very important that the driver, who for many riders is the first and possibly only impression of the Metro Mobility program, is an appropriate representative of the program.

In addition to implementing these recommendations, the MMAC is initiating efforts to recognize Metro Mobility drivers and providers for exceptional performance. These drivers and providers may be featured in the Metro Memo on a regular basis. The intent of this effort is to call attention to the vast positive impact of Metro Mobility through the Twin Cities area.

IV. ACCIDENT/INCIDENT AND VEHICLE/ON SITE INSPECTION REPORTING

Accident/Incident Reporting

In addition to responding to the complaints generated by customers, the MMAC responds to and collects data on accidents and incidents occurring on Metro Mobility. Providers are required by contract to report to the MMAC all occurrences involving Metro Mobility service in which injury and /or property damage occurs. Providers must file a telephone report within 24 hours and send the MMAC a written report within 48 hours. In this report, the provider must describe the incident/accident, the immediate action taken, the probable cause and any preventive measures. The MMAC reviews the report and the actions taken by a provider to prevent similar occurrences and, if necessary, recommends additional actions or initiates disciplinary procedures.

Data is collected on accidents and incidents and is summarized by the MMAC. The MMAC maintains an ongoing record of these accidents by provider, by month and by type and severity of the occurrence. In the fourth quarter of 1988, approximately 89% of all accidents/incidents reported to the MMAC were reported within the 24 hour requirement. A summary of these statistics is presented later in this report.

The MMAC regularly forwards all accident/incident reports to the RTB. The MMAC maintains close telephone contact with the RTB on any significant accidents or incidents as they develop.

Vehicle and On Site Inspections

The MMAC had indicated that the staffing level has been inadequate to conduct regular site visits, field observations, daily phone surveys and the development of operating policies and procedures for provider contract enforcement. In the MMAC's 1989 management plan an on street inspector position was included. The position, which is to be filled in August of 1989, is responsible for performing regular inspections of provider vehicles and facilities to assure their compliance with Special Transportation Services guidelines. One of the MMAC's 1989 priorities is to revise and improve field observation inspections forms and procedures. (See attachments D and E in chapter)

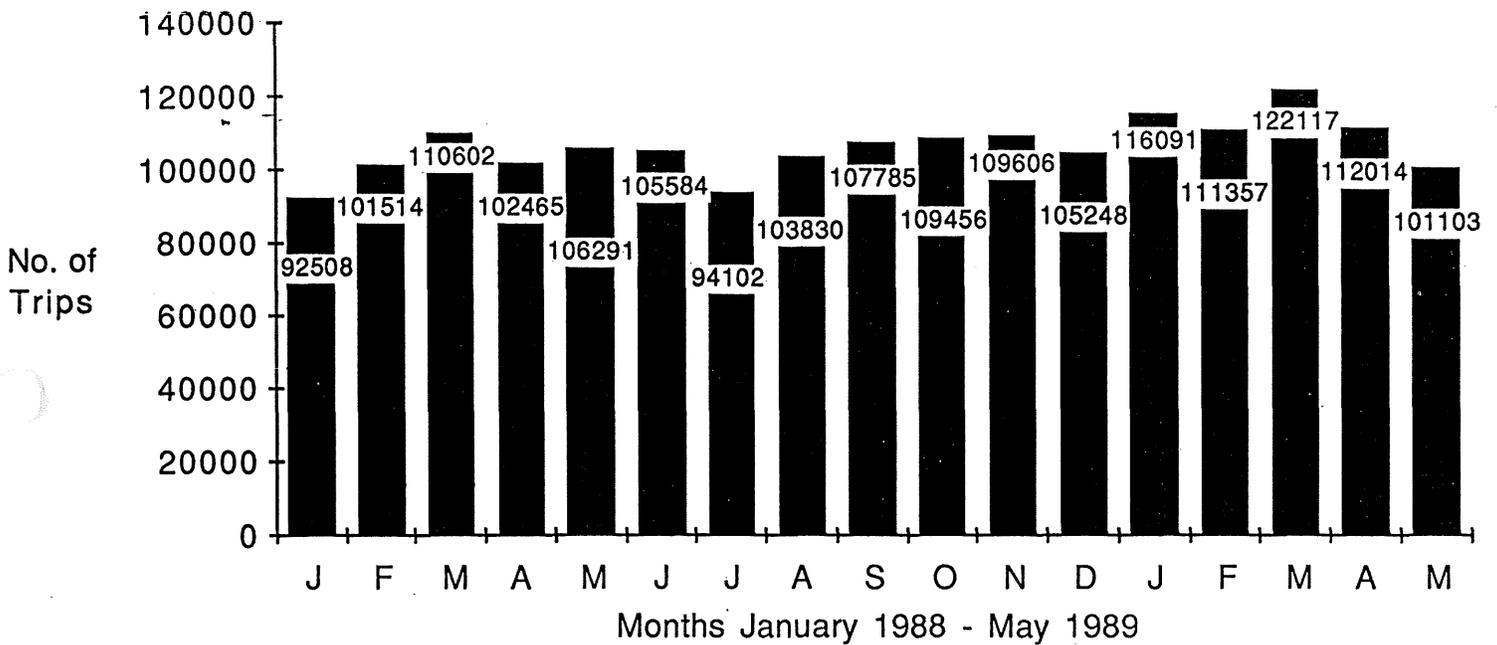
V. METRO MOBILITY PROVIDER PERFORMANCE STATISTICS

Historical Trends

In 1987 and 1988 we witnessed a tremendous surge of growth in the number of trips in the Metro Mobility program. This growth has continued into 1989; in fact, during the first four months of 1989, the program provided over 110,000 trips per month, with an all-time high of 122,117 trips in the month of March 1989. Figure 1 represents the monthly ridership for 1988 and 1989 year to date.

Figure 1

Metro Mobility Monthly Ridership



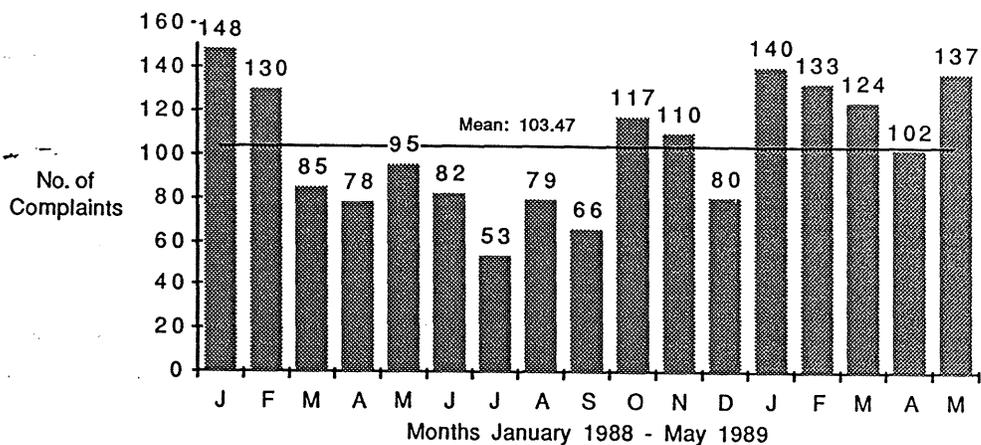
With the increase in trips, we can expect to see an increase in complaints, due to the difficulties encountered by the system as it attempts to meet the heavy demand for rides. However, an overall analysis of the program does not indicate this increase to be substantial, and the complaint ratio continues to be less than one-tenth of one percent. The MMAC also attributes part of this increase to the fact that improved communications with customers has led to an increased awareness of the complaint process, leading more customers to utilize the process in filing complaints about service delivery.

In 1988 the MMAC received and documented 1,123 complaints about Metro Mobility service. The Metro Mobility system delivered 1,248,991 one-way trips during that same period of time. This represents a complaint ratio of .08 percent, or eight complaints for every 10,000 trips.

In the first five months of 1989, the MMAC recorded 636 complaints out of 562,682 trips for a complaint ratio of .1 percent, or ten complaints for every 10,000 trips. Figure 2 shows the monthly number of complaints received by the MMAC, and Figure 3 the corresponding monthly ratio.

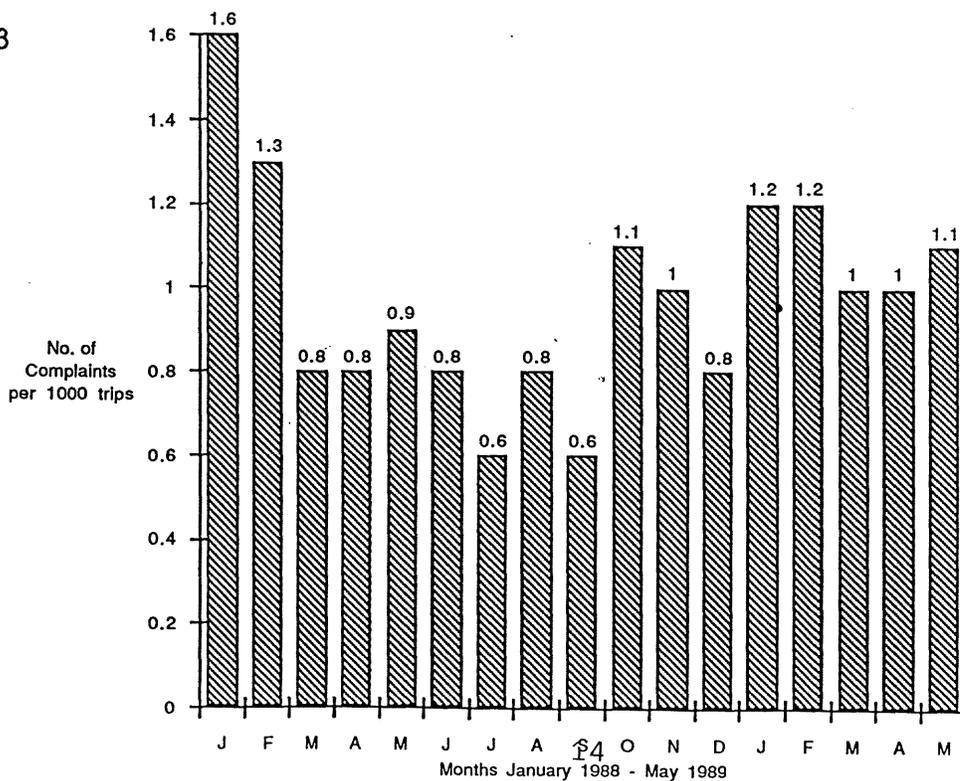
Figure 2

Metro Mobility Monthly Complaints



Metro Mobility Complaint Ratio

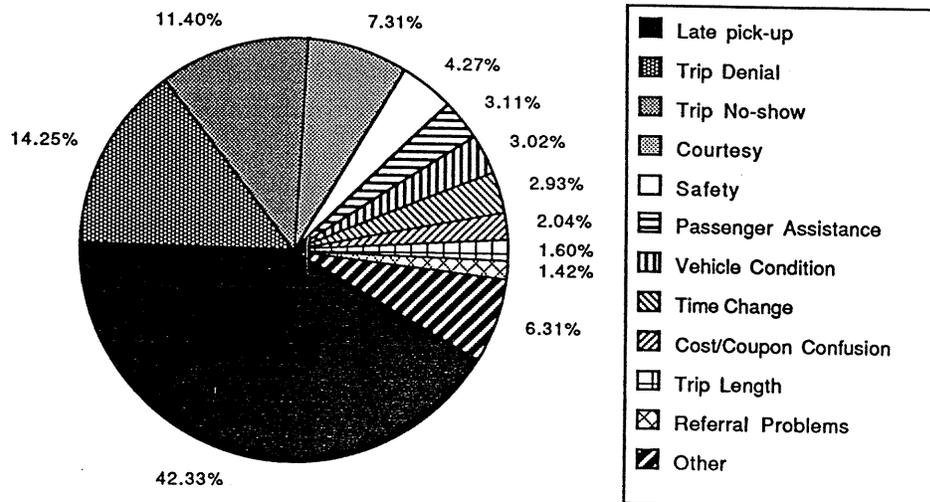
Figure 3



In 1988, as shown in Figure 4, the types of complaints most frequently reported were late pick-ups, representing 42 percent of all complaints, followed by trip denials at 14 percent, and no shows at 11 percent. Late pick-ups continued to be the most common problem in 1989, with 45 percent of all complaints occurring for this reason, followed by 16 percent for no-shows, and 13.5 percent for trip denials. Figure 5 shows complaint types for 1989. Trip denial complaints have shown a significant increase since 1987, rising from 3.5 percent in 1987 to 6.5 percent in early 1988 to 14 percent for the entire year of 1988, and continues to be a problem in 1989 at 13.5 percent. This increase reflects a problem in the system as the demand for trips continues to rise.

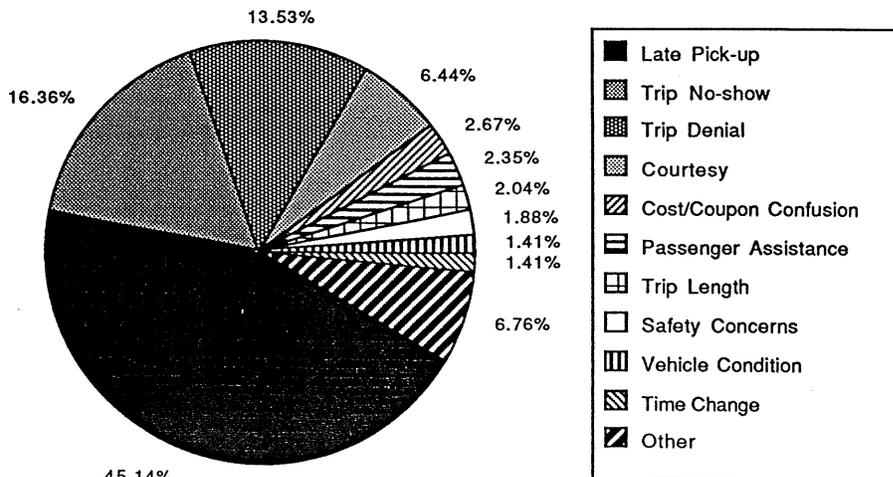
**Metro Mobility Complaint Types
January - December 1988**

Figure 4



**Metro Mobility Complaint Types
January - May 1989**

Figure 5



Metro Mobility Complaint Types Comparison of 1988 and 1989

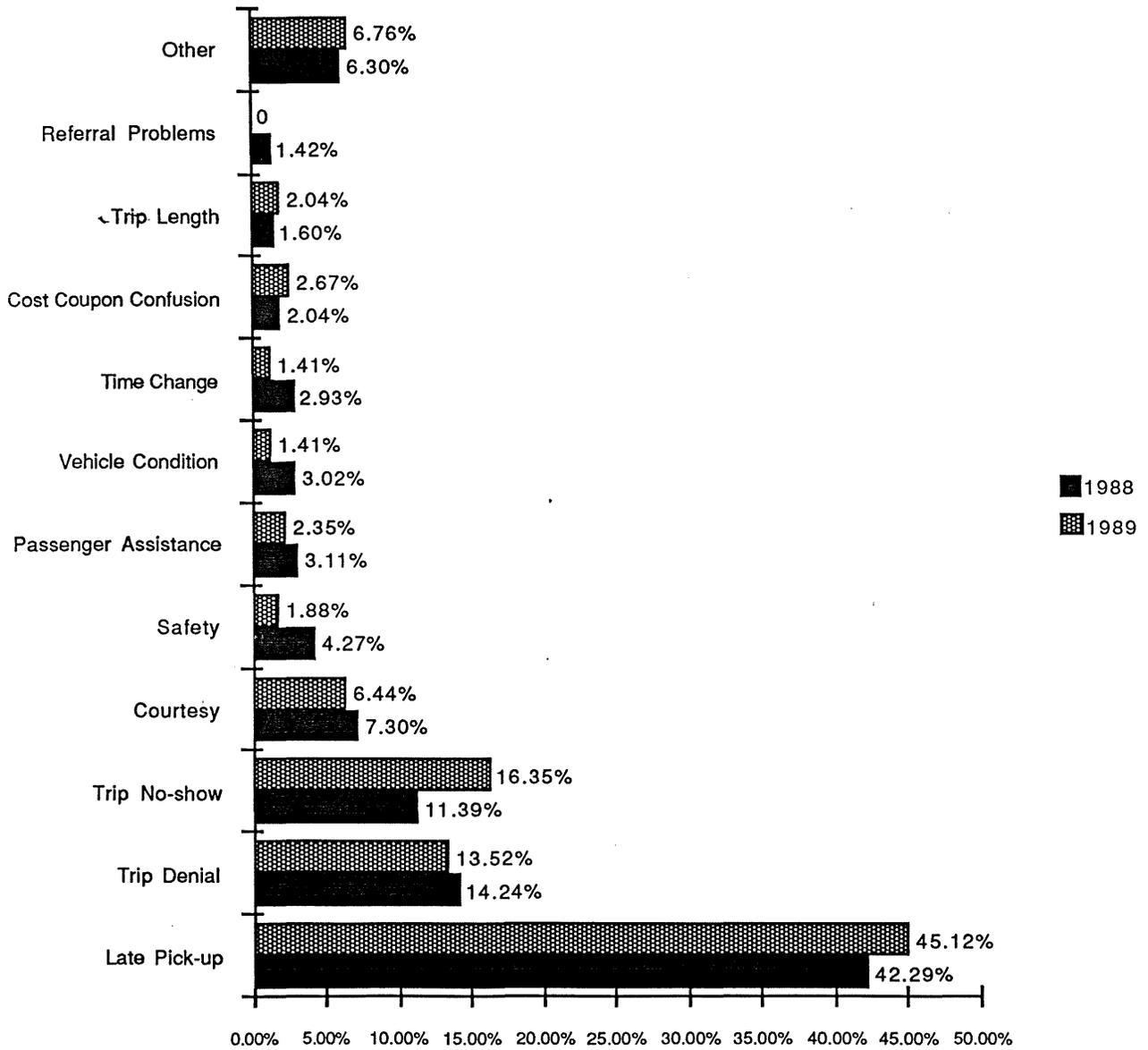


Figure 6

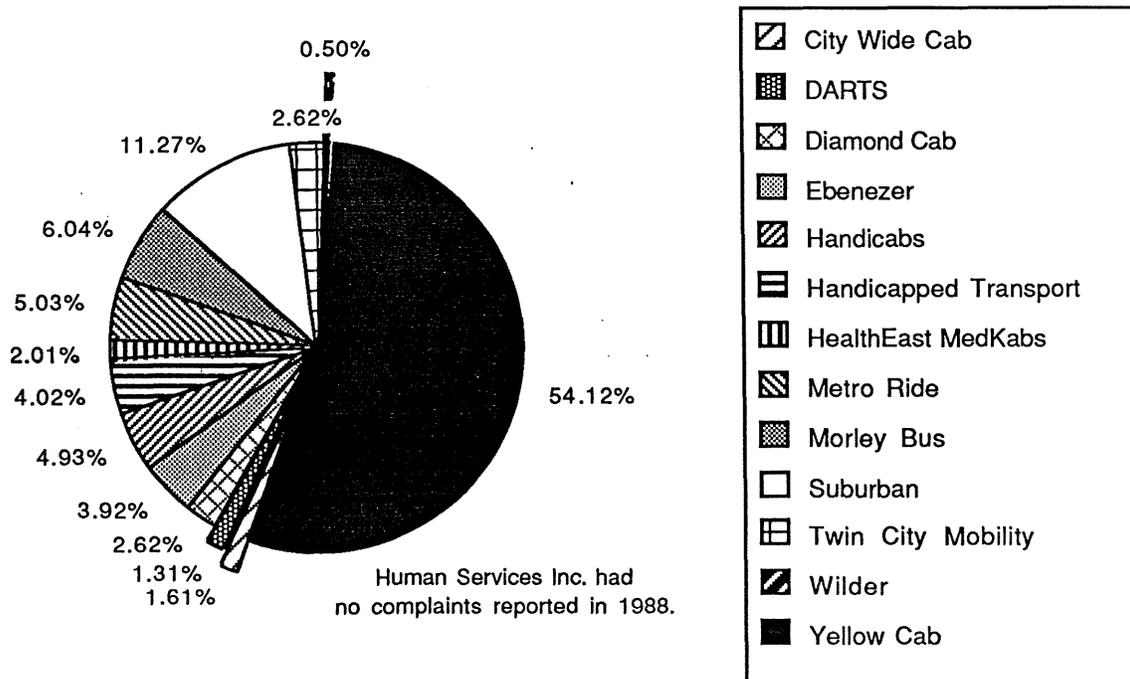
Complaints Toward Providers

As seen in Figures 7 and 8, analysis of complaints shows that when broken down by providers, that more than half of all the complaints in both 1988 and 1987 were for the largest taxi provider in the program, Minneapolis Yellow Taxi. Recent efforts by the MMAC and the provider have resulted in a substantial improvement in Yellow Taxi service, and it is anticipated that complaints against this provider shall decrease in future months. Improvements can be attributed to such actions as addition of several Metro cars, which do only Metro Mobility trips, to the Yellow Taxi fleet, and a better understanding and following of the Metro Mobility contract.

After Yellow Taxi, the majority of remaining complaints are to Suburban Paratransit (11% in 1988 and 8% in 1989,) and its parent company, Morley Bus Company (6% in 1988 and 4% in 1989.) In 1988 54% of all complaints were attributed to Yellow Taxi, then a combined 17% to Morley and Suburban, with the remaining 29% of all complaints spread out among 10 other providers. In 1989 60% of all complaints were attributed to Yellow Taxi, 13% to Morley and Suburban, with 22% then being spread out among eight other providers, and 5% being made to the MMAC with no provider identified.

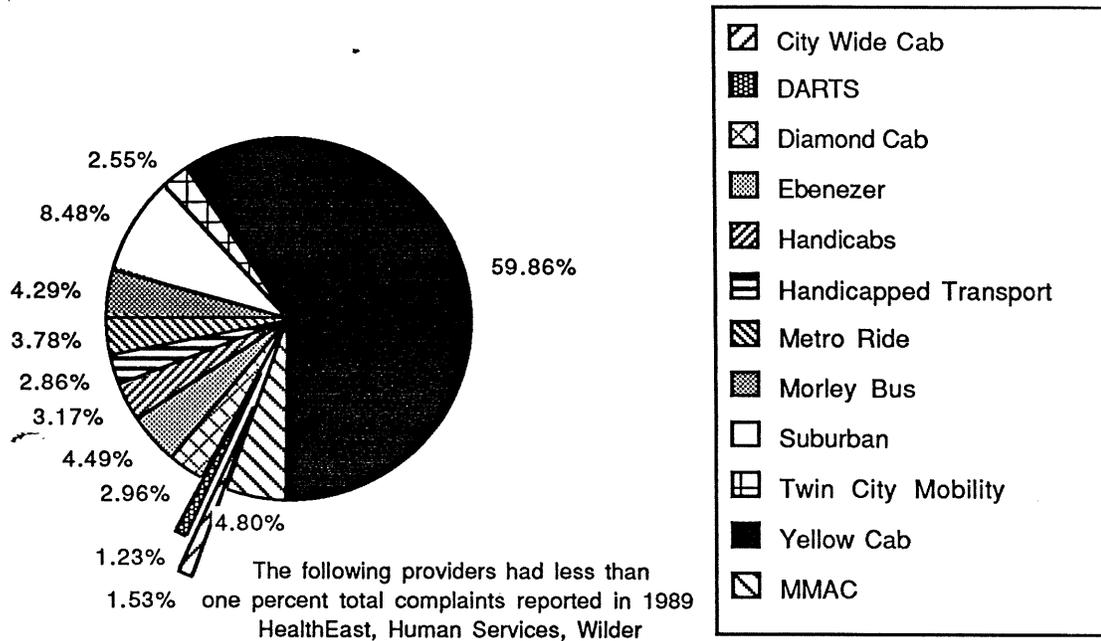
**Metro Mobility Total Complaints
by Provider
January 1988 - December 1988**

Figure 7



**Metro Mobility Total Complaints
by Provider
January 1989 - May 1989**

Figure 8



Complaint Ratios for Providers

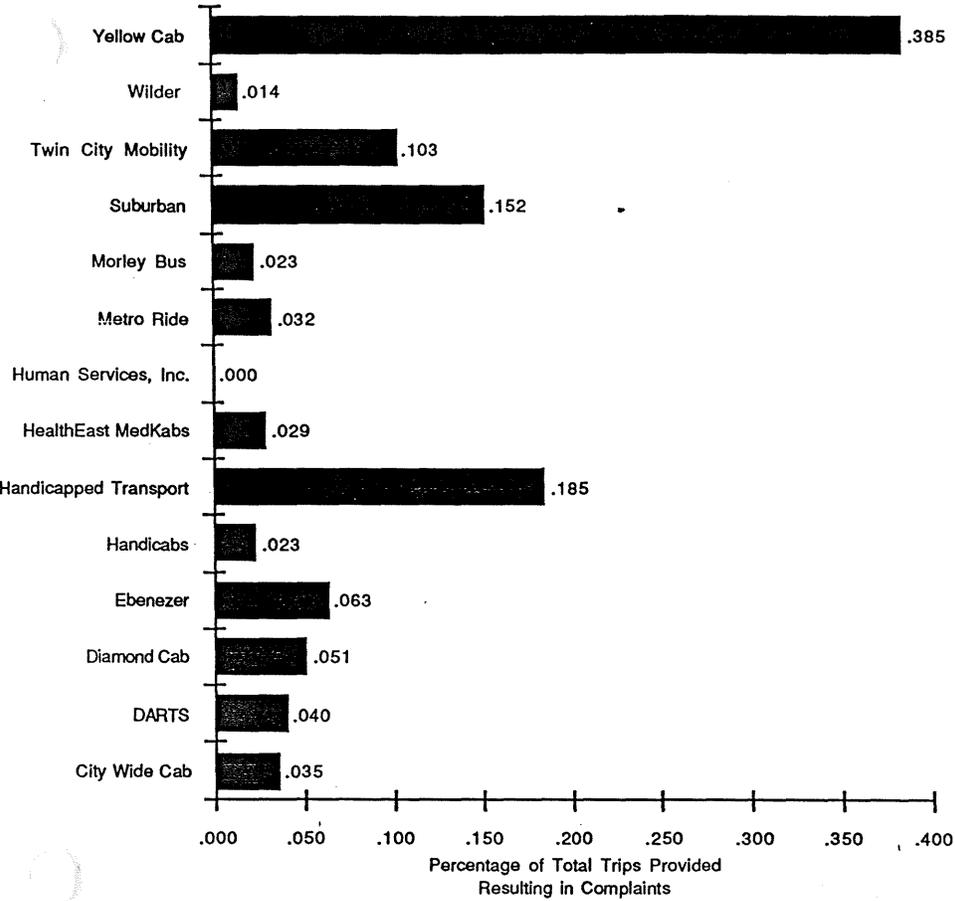
Although certain providers have received larger numbers of complaints than others, it is important not only to look at the number of complaints providers receive, but also the number of complaints in proportion to the number of rides provided. Certain providers may be receiving a large number of complaints, but are also providing a large number of rides, so that the actual percentage of trips that result in complaints being filed is rather low.

Despite the fact that complaints have risen over the past year, the complaint ratio remains less than one-half of one percent for each provider. In 1988, Yellow Taxi had the largest complaint ratio, with .39%, or 39 complaints for every 10,000 rides. This is followed by Handicapped Transport with .19%, or 19 complaints for every 10,000 rides, and Suburban, with .10%, or ten complaints for every 10,000 rides. Most providers had between one and five complaints per 10,000 rides.

For the first five months of 1989, complaint ratios have dropped for all providers. Although Yellow Cab continues to have the largest complaint ratio, it is only half of what the ratio was for 1988, dropping from .39% to .19%. This is a drop from 39 complaints per 10,000 rides to 19 complaints per 10,000 rides. Suburban and Handicapped Transport also saw considerable drops in their ratios. In fact, with the exception of Yellow Taxi, all of the providers had less than six complaints per every 10,000 trips provided. This is very encouraging, especially considering that the monthly ridership has been quite high for 1989. Please see Figures 9 and 10 for more information.

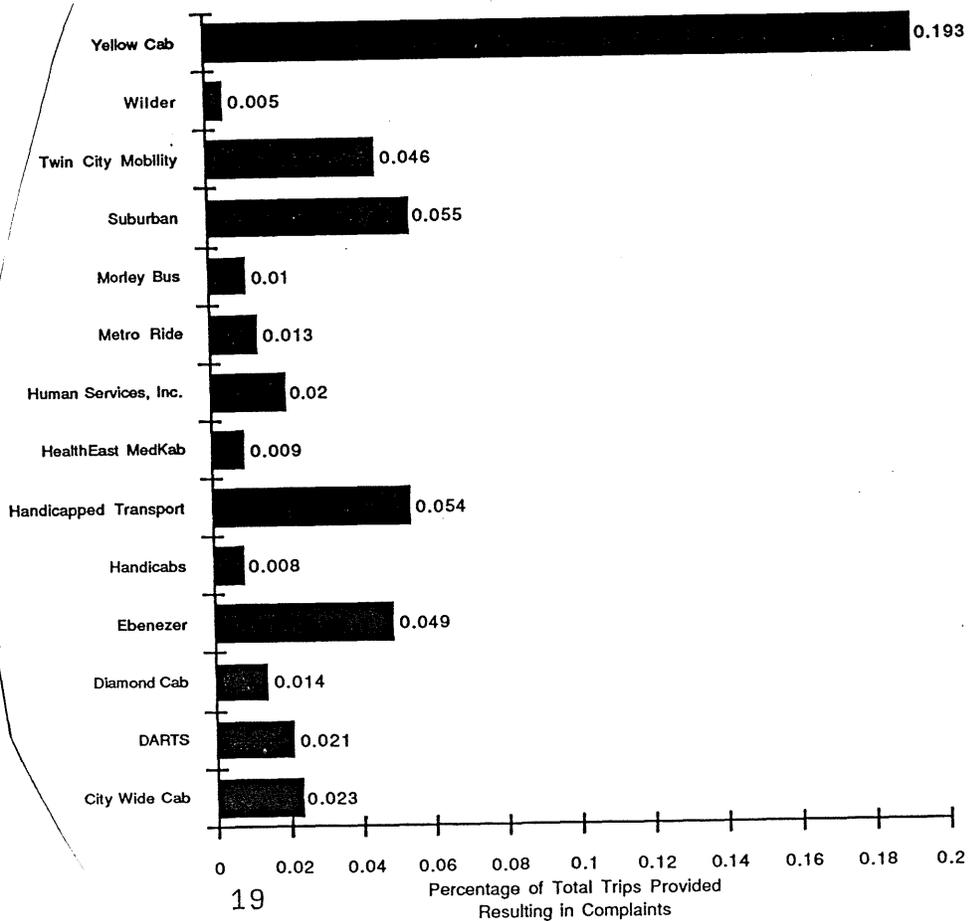
**Metro Mobility Complaint Ratio
by Provider
January 1988 - December 1988**

Figure 9



**Metro Mobility Complaint Ratio
by Provider
January 1989 - May 1989**

Figure 10



Late Pick-Up Complaints

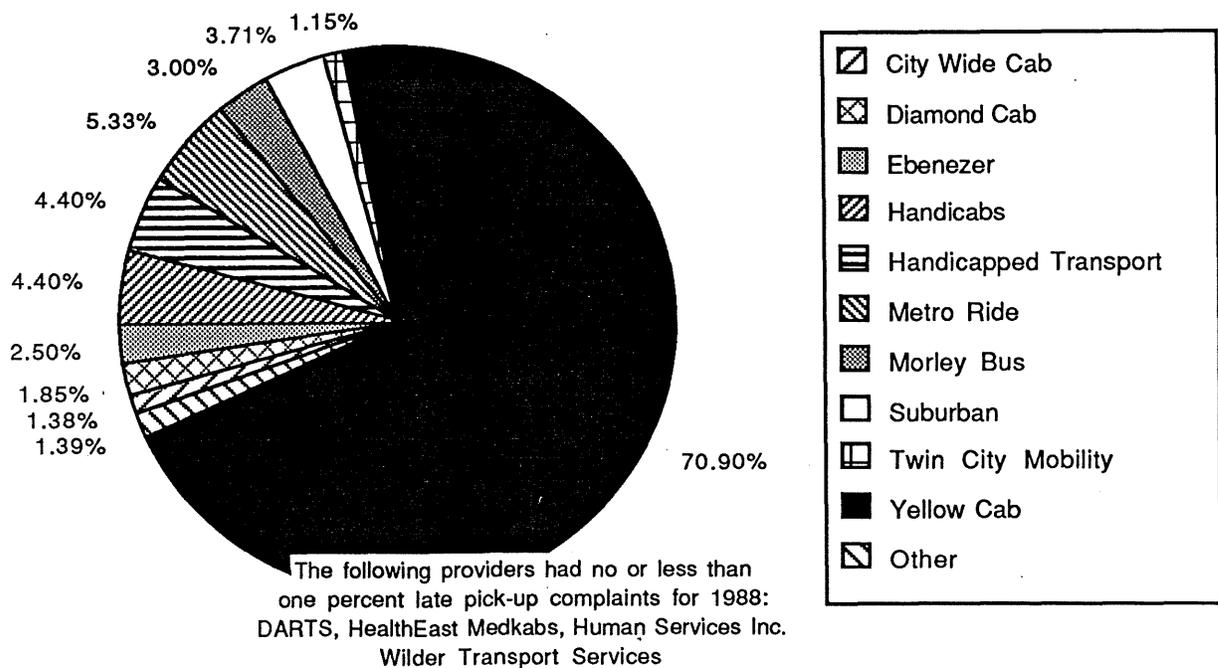
Late pick-ups was the major complaint filed by Metro Mobility customers, indicating that timeliness of service is of importance to the ridership. The increasing demand for trips may make promptness a problem for providers; however, together with the MMAC efforts are being made to investigate and reduce this problem.

As seen in Figures 11 and 12, Minneapolis Yellow Taxi accounted for almost three-fourths of all late pick-up complaints in 1988, and for over three-fourths of all the complaints in 1989. The MMAC has been working closely with this provider to improve its performance, and future reports should indicate a decrease in this problem from Yellow Taxi.

In 1988 late pick-up problems were also encountered by Metro Ride (5%) Handicabs (4%) and Handicapped Transport (4%). Late pick-up complaints for Metro Ride and Handicabs dropped considerably in 1989 (less than 2% for both,) but continued to be a problem for Handicapped Transport (3.48%.) Other providers with late pick-up complaints in 1989 are Suburban (3.83%) and Morley (2.78%.)

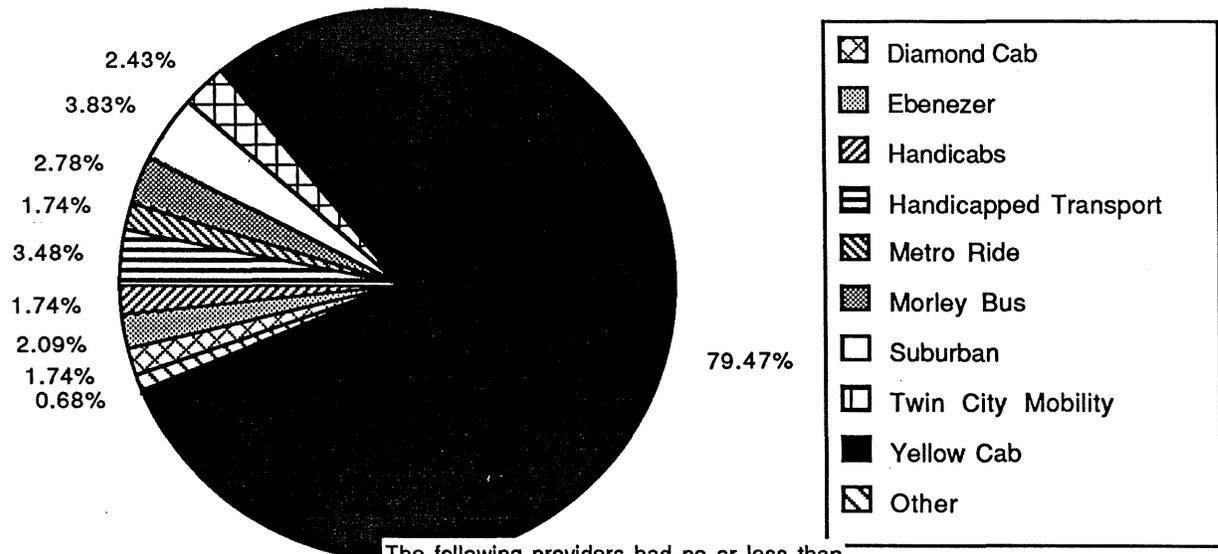
**Metro Mobility Late Pick-up Complaints
by Provider
January 1988 - December 1988**

Figure 11



**Metro Mobility Late Pick-up Complaints
by Provider
January 1989 - May 1989**

Figure 12



The following providers had no or less than one percent late pick-up complaints for 1989
City Wide Cab, DARTS, HealthEast
Human Services Inc., Wilder

No-Show Complaints

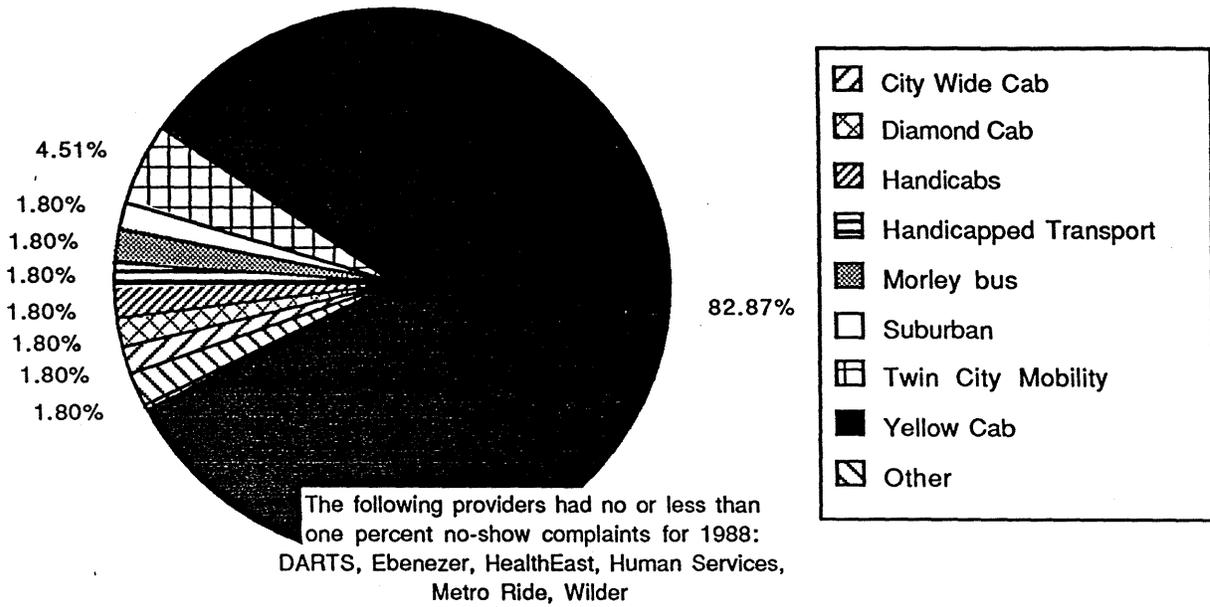
No-show complaints are made by customers when a provider has not arrived to pick them up at the scheduled time, and has not called them to cancel the ride or inform them of any delay. The Metro Mobility program requires that passengers be at the boarding point between 10 minutes before and 15 minutes after the scheduled pick-up time, and that providers arrive no more than 15 minutes after scheduled pick-up time.

In both 1988 and 1989, more than 80% of all no-shows were directed at Minneapolis Yellow Taxi. This provider does not tour return trips, which means that when it is time to provide a customer's return trip, a dispatcher puts out a call to taxi drivers in the area to find someone able to deliver the trip. Investigation of no-show trips generally reveals that there was no driver in the area able to provide the trip at the needed time. The addition of Metro cars to the Yellow Taxi fleet has helped to reduce this problem, as well as Yellow Taxi becoming more discriminating and realistic when deciding whether or not to accept trip requests. Until recently, due to inaccurate assumptions about its contract obligations, Yellow Taxi accepted some requests even knowing that a vehicle would not be available to service the request, which sometimes would result in no-shows, or late pick-ups. A clearer understanding of its obligations and capacity availability has allowed Yellow Taxi to begin improving its quality of performance in the Metro Mobility program.

In 1988 Twin City Mobility also had some problems with no-show reports, with 4.5%, but this dropped to less than 1% in 1989. No-show reports were spread out among several of the other providers in 1988, and in 1989 we saw a small problem with another taxi company, Diamond Cab, and also with Suburban. However, overall, no-show reports are a rather small problem with most providers. (See Figures 13 and 14.)

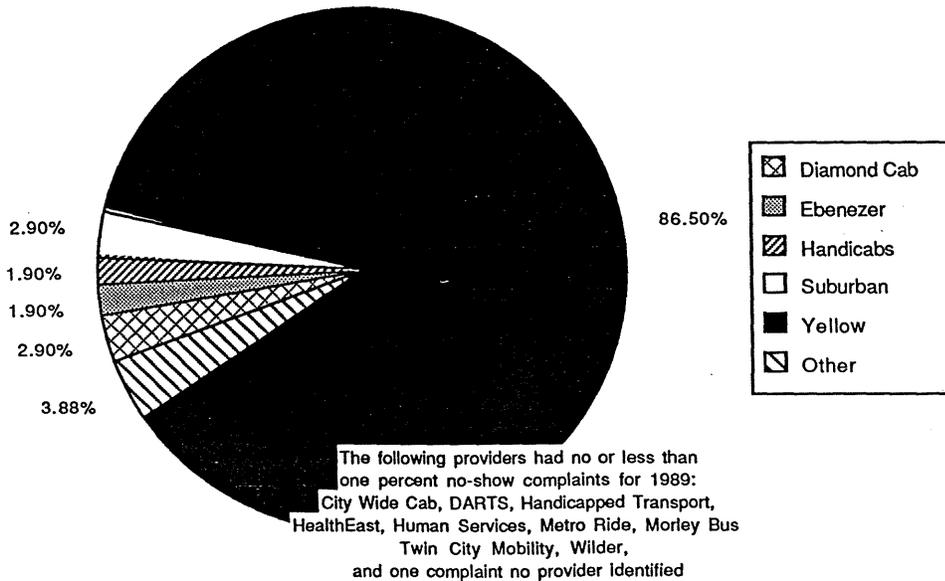
**Metro Mobility No-Show Complaints
by Provider
January 1988 - December 1988**

Figure 13



**Metro Mobility No-Show Complaints
by Provider
January 1989 - May 1989**

Figure 14



Trip Denial Reports

Trip denials are recorded when a customer reports that a provider was unable to schedule his/her trip request. In 1987, trip denials accounted for 3.5% of all customer service reports, and were the 8th most frequent complaint. In the first six months of 1988, trip denials increased to 6.5%, and for the total year of 1988 was 14 percent, and ranked second in number of reports. In the first five months of 1989, trip denials has dropped to third place, but continues to be a problem, accounting for 13.5% of all customer service complaints. This increase in trip denial reports is one of the indications of how riders are experiencing the tremendous growth in Metro Mobility trips.

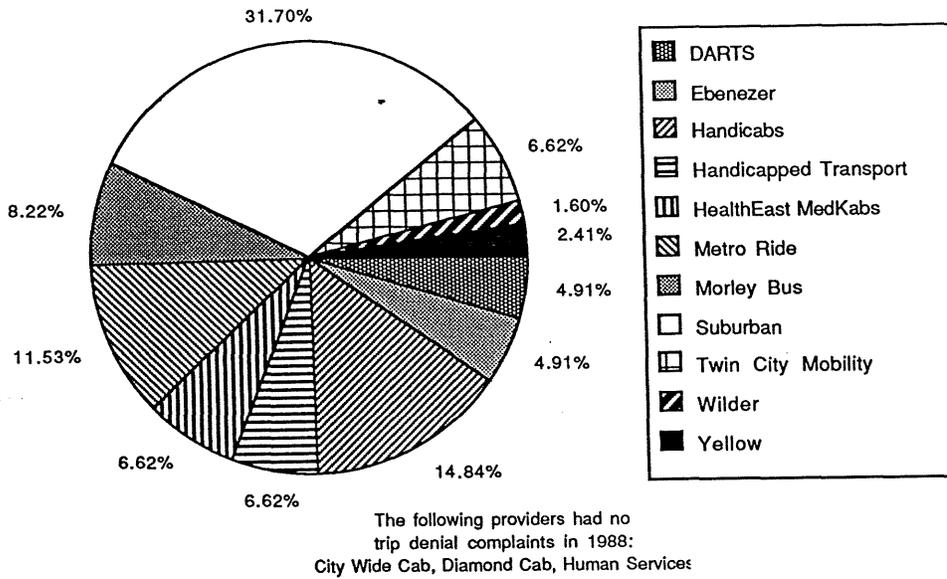
Trip denials generally occur when 1) a provider "tours" all rides requested on a particular day to maximize the number of persons on each vehicle and those trip requests that do not "fit in" the schedule, often trips to outlying areas, are denied; or 2) the provider has scheduled all available vehicles and no more trips are available at a particular time of the day, often during peak travel times of 6 a.m. to 9 a.m. or 4 p.m. to 6 p.m.

Most trips taken during peak travel hours are for standing orders, regularly scheduled trips to the same location at least three times a week, often to training and habilitation centers or to rehabilitation facilities. This has increased the competition for rides that customers experience when trying to schedule a trip during peak hours. The MMAC has been utilizing its new computer information system to monitor and analyze trip denial reports to determine if individual providers are appropriately denying service requests, and also to assess the adequacy of the overall system's vehicle capacity to meet service demand. In addition, the RTB plans to focus on better coordination of trip schedules, along with exploring the feasibility of alternative transportation modes to determine if a more efficient trip delivery system will lessen the demand on the Metro Mobility program during peak travel hours.

Analysis of trip denial reports, as shown in Figures 15 and 16, indicate that trip denials are highest among those providers which provide a large number of trips, and therefore may have a greater demand for rides. These include Morley and Suburban (40% combined in 1988, 20% combined in 1989,) Handicabs (15% in 1988 and 8% in 1989,) and Metro Ride (12% in 1988 and 12% in 1989.) Taxi companies have a low incident of trip denials, since their system allows them to accept trip requests and then call the request out to drivers at the scheduled time. However, recently Yellow Taxi has begun denying certain trip requests when vehicles are not available, which may lead to an increase of trip denial reports for this provider.

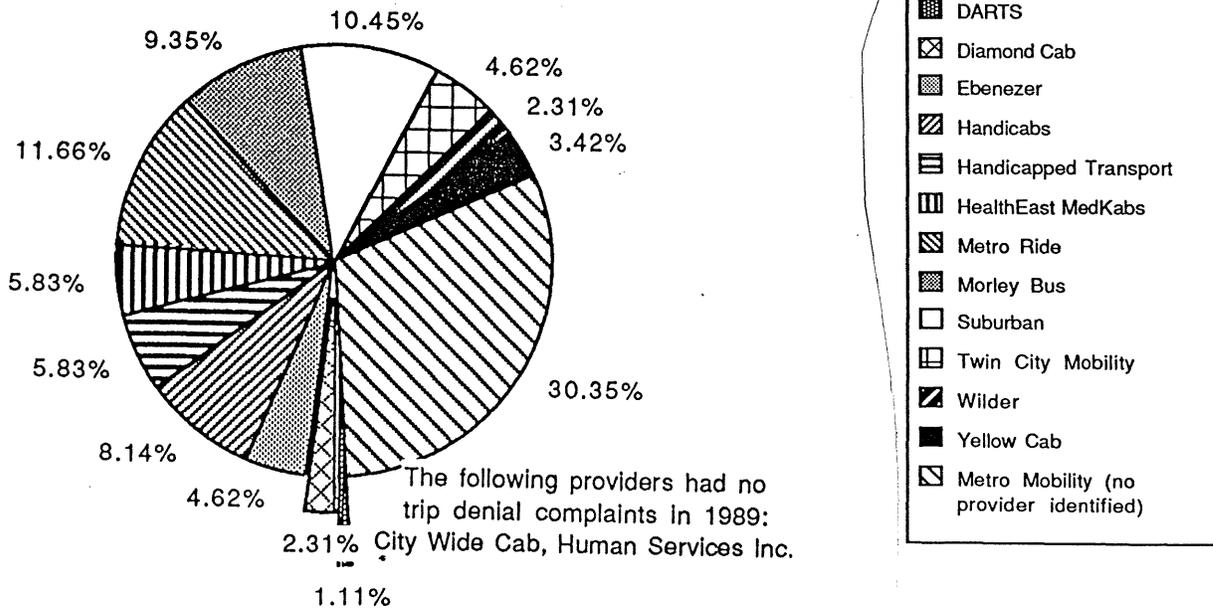
**Metro Mobility Trip Denial Complaints
by Provider
January 1988 - December 1988**

Figure 15



**Metro Mobility Trip Denial Complaints
by Provider
January 1989 - May 1989**

Figure 16



Courtesy Complaints

The fourth most frequent report made by customers about Metro Mobility service is not being treated courteously, whether it be by the transportation company's driver or dispatcher, or by a staff person at the MMAC. The problems can range from someone being abrupt on the phone to a driver berating a customer for complaining about lateness. Courtesy complaints have dropped from 9% in 1987 and 10% in early 1988 to 7.3% for the entire year of 1988 and 6.4% in 1989 to date. This decrease has lowered courtesy problems from its previous third place ranking.

Although courtesy complaints are higher among Yellow Taxi and Suburban, which rank high in other types of complaints as well, there does not appear to be as strong a correlation between other types of service reports and courtesy complaints as indicated in the past. In 1988, courtesy complaints, while not frequent, were distributed among twelve of the fourteen providers of Metro Mobility service, and so far in 1989, nine providers have had courtesy complaints filed by customers. Please see Figures 17 and 18 for more information.

Accidents and Incidents

In 1988, a total of 106 accidents or incidents were recorded by the MMAC. This includes any accidents involving personal injury or property damage as well as any significant incidents occurring during the provision of Metro Mobility service. Of these reported accidents/incidents, 51.7% resulted in personal injury, 31.8% in vehicle damage, 3.4% in property damage, and 12.6% were classified as other occurrences.

The "other" category includes such occurrences as accusations of improper touching or behavior by either the driver or passenger, a vulnerable person being dropped off without an escort and wandering away, passengers unbuckling seatbelts and standing up or moving around in vehicle, and passenger hitting another passenger with his lunchbox.

The MMAC ranks each of these accidents/incidents by its severity. In 1988, the vast majority (87%) of all such occurrences were ranked as minor, 11.4% of all accidents/incidents were ranked as moderate, and two accidents/incidents were ranked as substantial, one being a vehicle damage, the other a personal injury. There were no major nor catastrophic accidents/incidents reported.

In 1989 a total of 67 accidents/incidents have been reported to date, with 54% resulting in personal injury, 35.8% resulting in vehicle damage, one report of property damage, and 15% being other types of occurrences. Again, the majority of these accidents/incidents were classified as minor (83%), and 13% as moderate. Suburban had two incidents in the same month which resulted in catastrophic damage to provider vehicles, both of which burned beyond repair. Fortunately, no injuries were reported with either of these incidents.

**Metro Mobility Courtesy Reports
by Provider
January 1988 - December 1988**

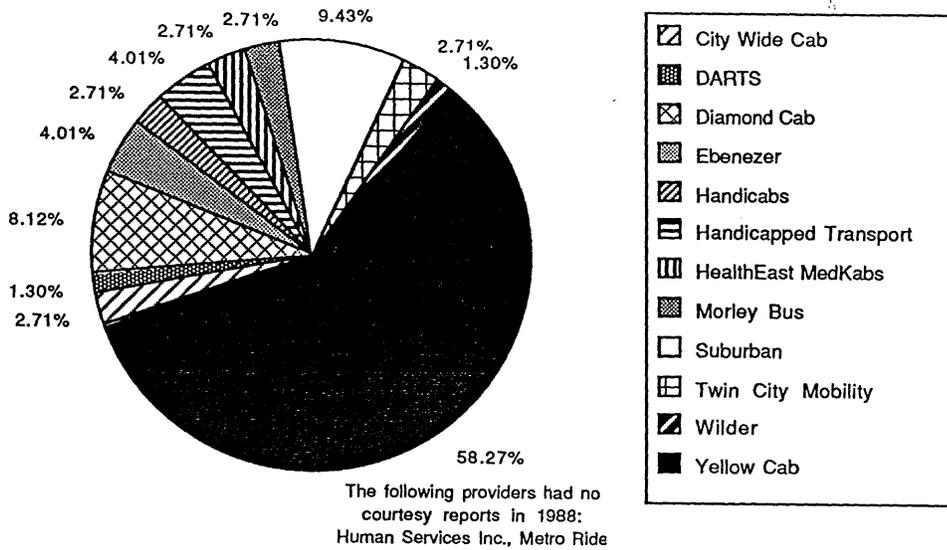


Figure 17

**Metro Mobility Courtesy Reports
by Provider
January 1989 - May 1989**

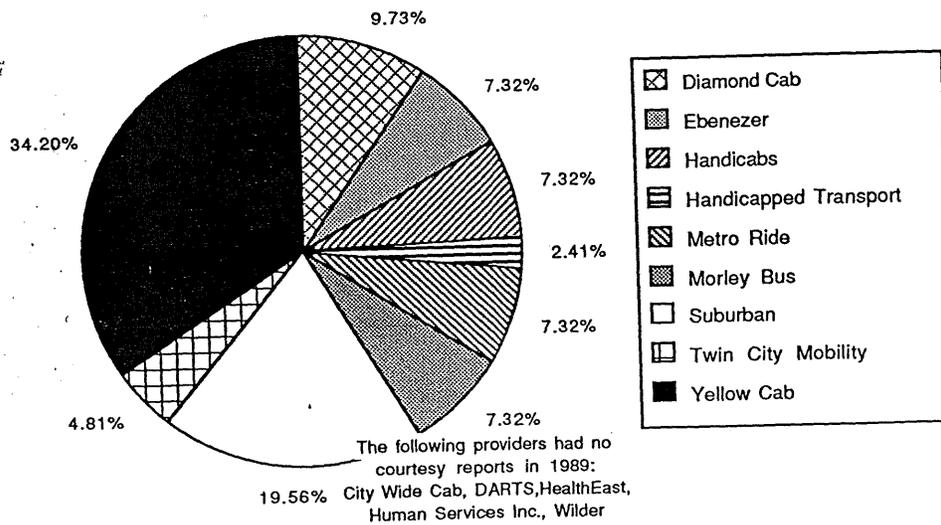


Figure 18

Commendations

Although the MMAC receives many complaints from customers reporting about problems with the Metro Mobility program, it also receives commendations for the program. In 1988, the MMAC recorded 981 complaints directed at specific Metro Mobility providers, and received 376 commendations of provider service. In 1989, the MMAC has received 605 provider complaints, and 256 commendations. This does not include general commendations that the MMAC receives for the overall program, or which do not identify specific providers, which would add to the total number of commendations received.

Interestingly, although Yellow Taxi receives the largest number of complaints, it also receives the largest number of commendations. Yellow Taxi received 183 commendations in 1988, making a total of 49% of all commendations received. This was followed by another taxi company, Diamond Cab, with 36 commendations, or 10%, and Suburban, with 27 commendations, or 7 percent. Of special interest is the fact that two providers, Diamond Cab and HealthEast Medcab, both received more commendations than complaints for the entire year. (Diamond Cab with 36 commendations and 26 complaints, HealthEast Medcabs with 22 commendations and 20 complaints.)

In 1989, Yellow Taxi has again led in the number of commendations, with 73, or 29%. This is followed by Handicabs with 28 commendations, or 11%, and Morley Bus Company, with 19 commendations, or 7 percent. As of June of 1989, seven of the fourteen Metro Mobility providers had more commendations than complaints.

Conclusion

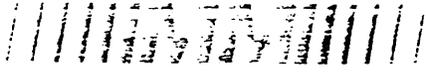
The monthly Metro Mobility ridership has exceeded normal projections for the program, which has created some growth in certain types of reports, particularly trip denials. It should be noted that trip denials are not necessarily an indication of poor service quality, but could be the result of problems experienced in attempting to meet the unexpected growth in trip demands. It would be far more appropriate for a provider to deny a trip due to lack of available vehicles than to accept a trip and not be able to accommodate the customer satisfactorily. A better analysis of trip denial reports would be helpful in determining factors which lead to such denials, and developing solutions.

As we review complaint types over the past two and a half years, we see problems such as courtesy, safety, and referral decreasing considerably, while problems related to the surge in program growth, such as late pick-ups, trip no-shows, and trip denials have increased.

While there are certainly still problems with the Metro Mobility program which need more careful study and resolution, providers and staff are to be commended for their efforts to maintain quality service while handling the large number of trip requests.

VI. ATTACHMENTS

- A. Complaint Count and Accident/Incident Summary
- B. Monthly Complaint Count and Summary
- C. Provider Complaint Count and Summary
- D. Draft Provider On Site Inspection Form
- E. MMAC Vehicle Inspection Report



MONTH _____ YEAR _____

NEURO MOBILITY COMPLAINT COUNT & ACCIDENT/INCIDENT SUMMARY

	CW	DT	DC	ES	HC	HT	HE	HS	MR	MB	SB	TC	WT	YE	MM	TOTAL	
SAFETY																	SAFETY
PASS ASST																	PASS ASS
VEH COND																	VEH COND
TIME CHAN																	TIME CH
WC SECUR REPTORAS SEAT BELT																	WC SECUR REPTORAS SEAT BE
TRIP DENY																	TRIP DE
LATE P.U.																	LATE P.
NO SHOW																	NO SHOW
TRIP LENG																	TRIP LE
COST/COUP																	COST/CO
COURTESY																	COURTES
OTHER																	OTHER
TOTAL																	TOTAL
PASS PROB																	PASS PR
COMMEND																	COMMEND

ACCIDENT/INCIDENT CODES

(A) Personal Injury (1) Minor
 (B) Vehicle Damage (2) Moderate
 (C) Property Damage (3) Substantial
 (D) Other (4) Major
 nc: non-chargeable (5) Catastrophic



METRO MOBILITY MONTHLY COMPLAINT COUNT and SUMMARY

Information from Metro Mobility Service Report File:

SAFETY CONCERNS	_____
PASSENGER ASSISTANCE	_____
VEHICLE CONDITION	_____
TIME CHANGE	_____
REFERRAL PROBLEM	_____
TRIP DENIAL	_____
LATE RIDE	_____
NO SHOW RIDE	_____
TRIP LENGTH	_____
COST/COUPON CONFUSION	_____
COURTESY	_____
OTHER	_____
TOTAL	_____

COMMENDATIONS from
PASSENGERS :

TOTAL

PASSENGER PROBLEMS : _____
Reported by Providers
and MMAC.



PROVIDER _____

COMPLAINT COUNT and SUMMARY

YEAR _____

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
SAFETY													
PASS ASST													
VEH COND													
TIME CHAN													
REFERRAL													
TRIP DENY													
LATE P.U.													
NO SHOW													
TRIP LENG													
COST/COUP													
COURTESY													
OTHER													
TOTAL													

ACCIDENTS/INCIDENTS

CODES

(A) Personal Injury	(1) Minor
(B) Vehicle Damage	(2) Moderate
(C) Property Damage	(3) Substantial
(D) Other	(4) Major
	(5) Catastrophic



DRAFT

METRO MOBILITY PROVIDER ON SITE INSPECTION

COMPANY NAME _____ DATE OF INSPECTION _____

MANAGER/SUPERVISOR _____ MMAC INSPECTOR _____

NUMBER OF METRO MOBILITY VEHICLES _____ NUMBER OF METRO MOBILITY DRIVERS _____

1. VIEW CERTIFICATE(S) OF COMPLIANCE (# of vehicles covered) _____
2. VIEW CERTIFICATE(S) OF INSURANCE (EXPIRATION DATE) _____
3. VIEW COPIES OF PHYSICIAN'S HEALTH STATEMENT FOR DRIVERS (WITHIN 2 YRS) # _____
4. VIEW COPIES OF PASSENGER ASSISTANCE TRAINING CERTIFICATES FOR DRIVERS # _____
5. VIEW COPIES OF FIRST AID CERTIFICATES (REFRESHER FIRST AID EVERY 3 YRS) # _____
6. IF COMPANY PROVIDES IN-HOUSE TRAINING - MUST BE 8 HRS P.A.T. & 4 HRS FIRST AID:
VIEW COPIES OF PASSENGER ASSISTANCE TRAINING & FIRST AID CERTIFICATES # _____
7. VIEW STATE CERTIFICATION FOR COMPANY PASSENGER ASSISTANCE TRAINER _____
8. VIEW CERTIFICATE OF TRAINING ON USE OF FIRE EXTINGUISHER FOR DRIVERS # _____
9. VIEW COPIES OF DRIVERS' DRIVING RECORD FROM STATE (MNDOT).....# _____
 - a. Class B for all drivers?.....# _____
 - b. All drivers over age 18?.....# _____
 - c. All drivers have 1 year driving experience?.....# _____
 - d. Driving records show no revocations, suspensions or cancellations in
last 3 yrs?# _____
10. VIEW BACKGROUND CHECKS ON CURRENT DRIVERS.....# _____
11. VIEW COMPANY SAFETY MEETING SCHEDULE & MINUTES (HOW OFTEN?).....# _____
12. VIEW COMPLAINT FILE AND PROCEDURES FOR RESOLUTION OF PROBLEMS.....# _____
13. VIEW COMPANY POLICY ON FARE CHARGING STRUCTURE.....# _____
14. VIEW FILES ON ACCIDENTS AND INCIDENTS (DATES): _____, _____, _____
 _____, _____, _____,
 _____, _____, _____,
 _____, _____, _____
15. VIEW VEHICLE MAINTENANCE RECORDS:
 - a. View daily vehicle inspection sheets.....# _____
 - b. View vehicle maintenance records.....# _____

Administrative Center
 570 6th Avenue North
 Minneapolis, Minnesota 55411
 612-349-7480

16. VIEW DRIVER TRIP/LOG SHEETS (MUST RETAIN FOR 3 YRS).....

17. FINANCIAL RECORDS

- a. View Drivers' Payroll
- b. View Other Relevant Expenditures

